



*Celebrate  
one future  
together*

# 2009 State OF THE CITY REPORT

One City, One Future – Built on a Solid Foundation

Presented by Mayor Robert J. Duffy  
Rochester, New York

University of Rochester, Strong Auditorium  
Monday, April 27, 2009





## City of Rochester

City Hall Room 307A  
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Rochester, New York  
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Robert J. Duffy  
Mayor

**Thank you for attending the final State of the City Address of my first term as Mayor of the city of Rochester.** It is a great honor to serve the citizens of this magnificent city and it is my mission to build a solid foundation for the future by focusing on public safety, education and economic development. I would like to take this opportunity to thank the thousands of City employees who work hard every day to deliver these vital services. They are the people who help make Rochester the special place that it is.

**In our 175th Anniversary Year,** it is appropriate to recall the message on Nathaniel Rochester's memorial in historic Mt. Hope Cemetery. Translated from the Latin, the inscription says: "If you seek his monument, look about you."

This is a profound reminder that the city itself is the most enduring legacy of our founders' bold enterprise.

**I invite you to take a moment and consider the state of our city.** Look around and you will see rising property values and lower crime rates. A look downtown shows revitalization, countless offerings for recreation, dining and culture. But most importantly, look around and you will see a community of caring and involved citizens.

**Like any other city across the country,** we have our share of challenges to overcome, some bigger than others. But one thing is certain, we will succeed in making Rochester the best mid-sized city in the nation. We continue to make substantive changes in the way City government delivers services. Whether through a new Web site, by hiring more police, or by reorganizing our departments to be more responsive to the needs of the community, I will ensure that we keep the needs of our customers at the forefront.

**I consider myself extremely fortunate to be a resident of Rochester** and I hope you do, too. If you are not a resident, or if you are looking to relocate your home or business, I ask you to look about Rochester. I am sure you will be amazed by all you see, a wonderful city with its best days yet to come.

Sincerely,

Robert J. Duffy  
Mayor, City of Rochester, New York

“Let’s look around, to see how our city has changed in the past four years. Let’s look ahead and talk about what we can achieve together in the years to come.”

— Mayor Robert J. Duffy, 2009 State of the City Address

## The First Term Public Safety Results



- **Violent crime is down.** Comparing the first quarter of 2009 with the same period last year, violent crime has decreased 25%. When compared to 2006, we are down 35%.
- **We have greatly expanded our police force,** helping us increase police presence in the neighborhoods. In 2005 we had 705 sworn police officers on the force. Today we have 790.
- **We have streamlined the process for recruiting and training new officers** – from an average of two years down to seven months.
- **We have reduced police administrative jobs to place more officers on the street.**
- **We have supplemented our sworn officers with additional resources like the “Red Shirts.”** These are trained personnel; many are retired police officers who increase our security presence downtown.
- **We have expanded the City’s Security Division** to 28 personnel and broadened the scope of their responsibilities to include responding to alarms, monitoring all City-owned properties and vacant lots in our neighborhoods—keeping them secure and free of trespassers or hazards.
- **We are using technology to fight crime.** We have installed 50 high-tech surveillance cameras in high crime areas in consultation with neighborhood associations. We are effectively using ShotSpotter to respond quickly to violent crime and track down illegal handguns. Electronic license plate readers detect illegal vehicles and we are looking into graffiti sensors.
- **We continue to improve our 911 call system.** All 911 computers are being replaced as part of a three-year upgrade and we have added a feature that allows reverse calling to cell phones.
- **The E9-1-1 Institute named Rochester/Monroe County the nation’s outstanding 911 Center** in 2007 and NICE Systems named John Merklinger “Director of the Year.”
- **Since 2006, the Rochester Fire Department (RFD) has installed more than 4,200 smoke alarms** in city homes. RFD will continue their aggressive outreach.
- **Our citywide curfew program** has resulted in 935 encounters with juveniles, of which 661 offenders have been directed to Hillside’s curfew site. There have been 78 arrests.
- **Our Office of Public Integrity** continues to investigate reports of fraud, corruption, waste and abuse. It gives people confidence in their government. The Office ensures that wrongdoing is uncovered and dealt with appropriately. Since its inception, the Office has conducted 65 criminal investigations and responded to 390 inquiries.





“Economic development... our objective is simple. Good jobs and strong neighborhoods.”

— Mayor Robert J. Duffy, 2009 State of the City Address

## The First Term Economic Development Results



- Over the past four years, our economic development team has **helped attract or retain more than 350 companies that together represent 14,000 jobs.**
- **The Midtown Rising Project** is moving full speed ahead. The state has released \$32 million for asbestos abatement and the contract will be awarded later this month. We have secured two RFPs for the Tower and are working with the developers to refine their proposals. **PAETEC** remains fully committed to building their new world headquarters on the former Midtown site as an anchor for redevelopment.
- The structural steel is in place for the new **ESL headquarters**. It is one of our area's largest financial institutions. They will bring 300 more jobs to downtown, with room to grow. CEO and President Dave Fiedler could have chosen anywhere to locate and chose Downtown Rochester as the best place to do business. Construction will be complete in 2010.
- We are working with **Stantec**, an architecture and engineering company, to move its 140 employees into the former Jillian's site in the High Falls area.
- **CGI Communications** continues to thrive and grow downtown. They currently own five floors and they are considering purchasing four additional floors in the Granite Building by the end of this year.
- This year our economic development team developed a package of incentives that paved the way for the purchase of **High Falls Brewery** by KPS Capital Partners, LP. The agreement saved 375 high-paying jobs in our Center City. The new firm, North American Breweries, has the financial wherewithal to invest and grow the business.
- Sizable firms have decided to keep or expand their businesses in the city after considering offers to move. They include: **Bausch & Lomb, Carestream Health, Delphi, Gleason Works, Hickey Freeman, Klein Steel, McAlpin Industries and Upstate Niagara Cooperative.**
- Redevelopment at the old **Valeo plant** on Lyell Avenue is almost complete. There are 42 business tenants in place, employing more than 600 people.
- The former Kodak Park manufacturing complex is being reborn as **Eastman Business Park**. More than 20 new tenants have relocated to the former Kodak space.
- We have implemented our **Focused Investment Strategy** in the city's quadrants. Our goal is to apply our resources in targeted areas so that residents can look around to see, hear and experience positive change.

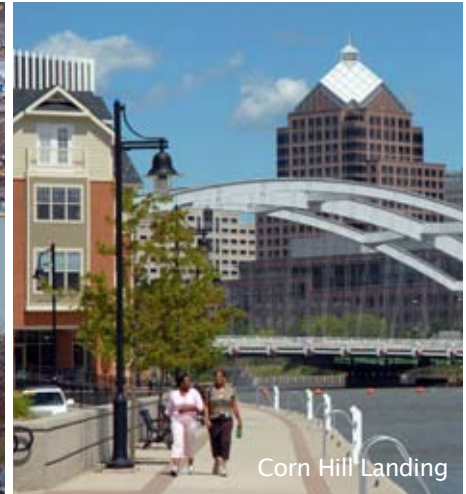




Carlson Commons



Brooks Landing



Corn Hill Landing

- In the past four years, **230 new downtown housing units** from 12 different development projects have been added.
- Over the last two years, we secured more than \$8 million in **Restore NY funding**. It is being used for demolition, to create condominiums and apartments and to renovate commercial, retail and restaurant space in the Cox Building, the Kirstein Building, the Warner Building and the Parazin Building in our Center City.
- In 2006, we began an aggressive campaign to eliminate the backlog of **vacant structures** throughout the city. So far we have taken down 642 abandoned buildings.
- We will be cutting the ribbon later this year at the **Mills at High Falls** where 67 new units are available for occupancy.
- We have opened **Carlson Commons** and completed work on **Brooks Landing**, bringing in a new hotel, coffee shop and University offices. New housing development will accommodate nearly 400 University students.
- **Corn Hill Landing** is thriving—adding a new residential and retail destination to the downtown waterfront.
- The former River Park Commons at Ford Street and Mt. Hope Avenue is being redeveloped into the **Hamilton and Erie Harbor complex**, with 332 subsidized and market-rate housing units with a clear view of the waterfront.
- The Strong Museum has expanded into the **National Museum of Play** – the second largest children’s museum in the nation.
- The **Eastman Theatre** is being modernized to provide an even better home for the Eastman School of Music students and the Rochester Philharmonic Orchestra.
- The City is investing in infrastructure and parking in the **Marketview Heights/Public Market area**. The neighborhood is bustling with the conversion of an empty factory at 55 Railroad Street into a beautiful new apartment building. Boulder Coffee, the Lemon Grass restaurant and Rorbach Brewery all have opened their doors for business in the area.
- The City and Congresswoman Louise Slaughter are investing in the **Jefferson Avenue** infrastructure. Local residents and merchants have developed a master plan to attract new businesses to the area.
- We have paid off our loans on the **fast ferry** ahead of schedule, which will reduce our debt service by \$4 million in the coming year.
- Four luxury passenger ships from the **Great Lakes Cruise Coalition** will be docking at the Port of Rochester this summer for a total of 10 visits. This is more than double the number from 2008.
- We are promoting economic development in our neighborhoods. In 2007, **Price Rite** opened its first city grocery store on Driving Park Avenue. In 2008, they opened their latest community store at Culver Road and University Avenue.



Price Rite Grand Opening



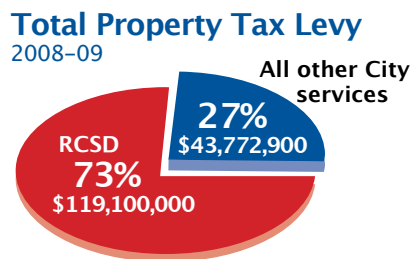
“Improving education is inextricably joined to our goals of public safety and economic development.”

— Mayor Robert J. Duffy, 2009 State of the City Address

## The First Term **Education Results**



- The City is far and away the most generous in providing financial aid to its school district when compared to other large cities in N.Y. state. **We provide \$119.1 million in revenue each year, or 73% of our total property taxes, to the Rochester City School District.** That totals \$476 million over four years.



- We created real job opportunities for dropouts and ex-offenders through our **PRIME program**. More than 100 people have graduated from this program in the last two years. They're working as equipment operators, machinists, bricklayers and in other skilled jobs that pay good wages.
- We created "**Summer of Opportunity**" in conjunction with area businesses and RochesterWorks to provide job-ready training and jobs to our city youth. Over the last three years, we have trained nearly 1,900 young adults and hired or placed almost 1,500 city youth.
- Construction is completed at the **Frederick Douglass Resource Center**. We contributed over a half million dollars to this worthwhile project paying tribute to Rochester's freedom fighter. The resource center will be a valuable tool in our children's education.

- As part of the **Rochester Literacy Movement** we are developing partnerships with non-profit agencies and corporations to provide books and other reading resources to city elementary school students. IBM provided 30 computers and 1,000 software licenses to community agencies and the Rochester Public Library, to assist readers functioning at 1<sup>st</sup> through 3<sup>rd</sup> grade levels.

- **Americorps/Vista volunteers** continue to work in the City's branch libraries to provide literacy outreach to families. The VISTA team has successfully developed a GED program, as well as a refugee and family English as a Second Language program.



- Work is nearing completion on the **Thomas P. Ryan Community Center**, which will combine School #33, a new recreation center and a new library. Construction will be complete in September 2009.
- Our **anti-truancy program** is now fully functional. The Rochester Police Department picks up truant youth and transports them to the Rochester City School District's Truancy Center for triage and appropriate follow up.



**Truancy Curfew**  
**Be in your seat.  
Not in the streets.**

“Internally, our team has worked to improve customer service.”

— Mayor Robert J. Duffy, 2009 State of the City Address

## The First Term Customer Service Results



- We just unveiled our **new City Web site** to enable citizens to better interact with government. Find out what's going on, schedule use of City facilities, find a public document or make a payment – one click does the trick at [www.cityofrochester.gov](http://www.cityofrochester.gov).
- We instituted **311 – One Call to City Hall**. Whether you need a pothole filled, have a question about trash pick-up, or want to report a noise violation – just dial 3-1-1. We are using some of the most advanced call-system software in the nation. 311 is not only improving our service to customers – it is increasing our efficiency in tracking and responding to their calls.
- **RBN—Rochester By the Numbers**—has been fully implemented with our management reviews. Every department is held accountable to meet quantifiable goals. We are measuring progress, assessing performance and continuously improving our cost efficiency.
- We have successfully brought swimming back to **Durand Eastman Beach**. Record crowds of more than 90,000 enjoyed the beach last summer.
- Support for our **music festivals** is still strong. We increased our sponsorship of the Xerox Rochester International Jazz Festival over the years. Last year, they set a new record drawing more than 125,000 festival goers from around the world to 250 concerts.
- The City is helping to deliver the **Rochester Philharmonic** to a new summer home. This year the RPO will play its Summer Series performances in a pavilion across from the Eastman Theatre. The temporary facility will host our 175<sup>th</sup> birthday gala and other city events.
- The **MusicFest** is a **free event** this year to celebrate our 175<sup>th</sup> Anniversary and is returning to its original home at Brown's Square. The popular **Party in the Park Series** will continue to bring thousands of music lovers downtown for free summer concerts.
- The environment is a priority to this Administration. Our **“Green Team”** has been hard at work. We have added hybrids to the City fleet and 55 flex-cars to the RPD. In 2007, we achieved Gold level LEED certification for the construction of our new Water Operations Center.
- **Operation Clean Sweep** is a big success! Over the last three years, more than 15,000 people have volunteered their time to help clean up and beautify our city.
- **Operation Cool Sweep** continues to be extremely popular. City Fire, Recreation and Environmental Services Departments open hydrants in neighborhoods to cool children on hot days and provide relief to residents with limited access to swimming facilities.
- We have instituted **“Heat Sweep”** to help Rochester residents deal with the bitterly cold days of winter in conjunction with the American Red Cross.
- We have beefed up **City Hall on the Road**. Although we still have the traditional format of bringing the Mayor and the senior management team into neighborhood facilities to meet one-on-one with residents, we also are doing neighborhood street walks and focusing on target groups like young professionals.
- Public input is critically important to the success of our mission. Over the last two years, we have held **Voice of the Customer** meetings for budget discussions and department consolidations. We have expanded the concept to include **Voice of the Employee, Voice of the Union, Voice of Business and Voice of the Faith Community** discussions to better serve our constituencies.



“We have more work to do, but – thanks to the brave men and women who wear Rochester’s uniform and a supportive community – we have made significant progress. If you honor me with a second term, the following represent some of the goals and strategies we will pursue.” — Mayor Duffy

## The Second Term **Public Safety**



- We will continue implementing strategies and tactics to **drive down violent crime and reduce response times.**
- We will add **25 more surveillance cameras** in high-crime areas to improve safety in our neighborhoods.
- We will work with City Council on the recently enacted state legislation designating Rochester as a test site for red light cameras.
- We will step up **educational outreach and smoke alarm distribution** by the RFD.
- We will design and implement a **Citywide emergency management plan** with RFD as the lead agency.
- We will continue to investigate and take appropriate action against employees for failure to comply with integrity standards and the employee Code of Ethics through our **Office of Public Integrity.**
- We will complete the **911 system upgrade** in collaboration with our county partners.
- We will initiate operation of an **Automated Vehicle Locator system** in all RPD vehicles to improve dispatching and reduce response times.





“Successful businesses make Rochester a great place to work.  
Successful neighborhoods make it a great place to live.”

— Mayor Robert J. Duffy, 2009 State of the City Address

## The Second Term Economic Development



- Our **Stimulus Rollout Team** will continue to aggressively pursue federal stimulus dollars under the American Recovery and Reinvestment Act. We will put Rochester residents to work with those funds over the next two years.

To date we have been awarded:

- \$9.3 M: Roadway improvement funding
- \$2 M: Public safety
- \$2.6 M: Community Development Block Grant
- \$3.95 M: Homeless Prevention Fund
- \$2.2 M: Energy Efficiency Fund
- \$3.8 M: ARTWalk2 Project

In the coming term, we will continue to create jobs and expand our tax base by attracting employers.

We envision:

- **PAETEC** having its world headquarters open for business on the Midtown site.
- **ESL Federal Credit Union** headquarters in full swing on Chestnut Street.
- Additional companies locating their headquarters downtown.

In the upcoming term, we will continue our plan to transform neighborhoods in our four quadrants.

We envision:

- **Transforming our Charlotte neighborhood** into a seaside village with a beautiful new marina **in the northwest**.
- **Completing Jefferson Avenue infrastructure improvements in the southwest** and implementing the residents' improvement plan.
- Making infrastructure improvements to **La Avenida** and increasing commercial activity **in the northeast**.
- Replacing the eyesore known as River Park Commons and completing the **Erie Harbor project**. This will

open the river view for all to appreciate in **the south-east and southwest**.

- Converting the **Culver Road Armory** into a development bustling with activity **in the southeast**.
- Working towards reaching a **tipping point** of 10,000 residents living in our **Center City** and having a full service grocery store to serve their needs.

- In the next four years, **Center City housing projects** that are already under way or awaiting construction starts will create 495 housing units.

- We will continue to **streamline the approval process for new developments** in partnerships with the Planning Commission, Zoning Board of Appeals and the Preservation Board.

- We will continue maximizing the **City's competitive position** in volatile financial markets to maintain Rochester's bond rating as among the highest of large cities in the state.

- We will work to obtain a beneficial resolution to the sale of our **watershed** to the State. We will continue to negotiate water delivery with the County and will pursue our selected reservoir security/water quality option.

- We will continue with our aggressive **demolition** program of vacant blighted buildings. Another 287 homes are in our demolition pipeline and 100 of those have undergone asbestos abatement.

- We will continue our successful cross-departmental efforts to **reduce foreclosure rates** to help keep our homeowners in their homes.

“We all need to take action to help our young people achieve their potential.”

— Mayor Robert J. Duffy, 2009 State of the City Address

## The Second Term **Education**



■ We will call on the **RCSD** for transparency and accountability. Taxpayers deserve a clear accounting of how their money is being used and assurance that their investment directly benefits our children. They deserve to see a return on their investment with significantly better high school graduation rates.

■ We will continue to invest in our successful **PRIME** program, relocating their offices to one central location downtown to improve efficiency.



■ We will work with City Council to increase funding for the **Hillside Work-Scholarship Connection**, a national model for turning at-risk students into successful graduates.

■ We will continue to provide **safe Youth Services programming, to help participants graduate** from high school, secure employment and succeed in life.

■ We will continue to **collaborate with RCSD** to provide optimal curfew and truancy program benefits for the children and mutually beneficial policies like neighborhood school choice.

■ We will continue to **call on the community** to play a role in helping our young people achieve their full potential by participating in mentoring programs and hiring city youth in their businesses.

■ We will also continue our **call for parents** to recognize that their children's success in school is their moral obligation.



“It’s our job to deliver services efficiently and provide the infrastructure to do the behind the scenes work that will help make our city great again.”

— Mayor Robert J. Duffy, 2009 State of the City Address

## The Second Term **Customer Service**

- On July 1, we will officially establish the **Department of Neighborhood and Business Development (NBD)** by consolidating the Economic Development Department, Department of Community Development and former NET offices.
- **Four NBD outreach locations** will be located in each quadrant in the city. These one-stop shops will deliver many services more efficiently with fewer staff – and reduce costs by \$1 million dollars a year.
- We will work to purchase all remaining street lights from RG&E to save taxpayers \$1 million a year.
- In 2010, we will **upgrade our IT system** through an Enterprise Resource Planning Solution to make administrative operations more efficient. Through paperless payroll and streamlined processes, we expect to save several million dollars in the next several years.
- We will enter **Phase II enhancement** of our City Web site making it even more user-friendly and establish more on-line transactions.
- We will **expand collaborative initiatives with governmental partners**, such as state and federal lobbying campaigns, the Facilities Modernization Board and service consolidations with the County and RCSD.
- We will design and implement a **centralized fleet purchase and management system** to save taxpayer dollars.
- We will **consolidate all of the City’s parking lots, garages and parking enforcement into one department**, instead of six separate units.
- We will **expand our graffiti removal blitz program**.



Public Safety

Economic Development

Education

Customer Service





**2009 is the city of Rochester's 175th Anniversary.**

This year-long celebration is a unique opportunity to foster pride as we reflect on Rochester's rich history. It is also an occasion to lay the foundation for the next 175 years. We have united under the theme, One City, One Future. It is the driving principle behind making Rochester the best mid-sized city in the country.



For more information contact  
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[www.cityofrochester.gov](http://www.cityofrochester.gov)